

# Atlantic Schools of Business

Charlottetown, Prince Edward Island

University of Prince Edward Island

September 30 - October 2

## Program

2011 Annual Conference (41st)





## **President's Welcome**

Welcome to the 41st Atlantic Schools of Business Conference in beautiful Prince Edward Island, the "Birthplace of Confederation" and home to some of the finest seafood in the world!

ASB's mission is to support and encourage the exchange of ideas in higher education. Initially, our members came primarily from the universities in Atlantic Canada, but in recent years we have welcomed national and international scholars to showcase their research. We continue the tradition of bringing post-secondary researchers and educators together to disseminate their research in the administrative sciences and pedagogy. As such, the conference represents an opportunity to publish peer-reviewed research in the proceedings or receive feedback for works-in-progress in a collegial setting. The ASB conference also provides an excellent venue for graduate students to present their work and exchange ideas.

So enjoy the conference but be sure to take some time to sample the wonderful hospitality and cuisine of PEI.

*Jean Helms Mills,  
ASB President*

## Letter from the Conference Chair

It is with great pleasure that we welcome you to the University of Prince Edward Island for the 41<sup>st</sup> Atlantic Schools of Business Conference (ASB). We are pleased to report that we have over 83 paper, case, poster, and symposium submissions to be presented over two conference days. As with past ASB conferences, our submissions continue to grow beyond the Atlantic Canada region to include universities in Ontario, Quebec, the U.S., and France. We are pleased to have our academic key note speaker, Dr. Denise Rousseau, H. J. Heinz II University Professor of Organizational Behavior and Public Policy at the Heinz College of Public Policy, Information and Management, and the Tepper School of Business at Carnegie Mellon University and past president of the Academy of Management, presenting in the Doctoral and Early Career Consortium as well as the Plenary session. In addition, the industry key note speaker, Mr. Duncan Shaw, General Manager of Cogsdale, will be here to discuss the connection of our teaching with industry.

This conference would not be possible without all the help of the many volunteers from universities around the region. I would like to thank all of our track chairs for their diligent efforts to coordinate the review process and provide feedback to authors who submitted papers. I am also grateful for the continued support and guidance from the ASB executive, especially our President, Dr. Jean Helms Mills, who was always willing to lend a hand and provide insights about conference planning, and Mr. Ian Feltmate who was amazing with developing, updating, and maintaining the ASB website. Finally, I would like to thank the conference planning team from UPEI, Dr. Susan Graham, Ms. Amanda Strongman, Mr. Alan Duncan, Dr. Blake Jelley and Mrs. Nicole Higginbotham, and from Saint Mary's University, Mr. Chris Hartt. A special thanks to our EMBA graduates, Ms. Heather Rossiter, Mrs. Jean Kimpton, Mrs. Anne MacAulay, and Mr. Scott Wilson, and EMBA current students, and our EMBA team, Mrs. Grace McCourt and Ms. Angela MacDonald, who stepped in to help us coordinate the event. The support of our outgoing Dean, Dr. Roberta MacDonald, and incoming Dean, Mr. Alan Duncan, have been greatly appreciated to make this conference come together.

Thanks to universities around the region for graciously sponsoring events during the conference. Your commitment to ASB helps to continue the tradition. Thanks to all the authors for choosing ASB as a venue to present your research.

Enjoy the conference, UPEI, and PEI! Please let us know if there is anything we can do while visiting us.

Sincerely,

*Wendy R. Carroll*  
*Conference Chair, ASB*

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## Introducing the Atlantic Schools of Business

First held in 1971, “the Atlantic Schools of Business (ASB) conference is one of the longest-running organizations of its type in North America. Consisting of the schools of business from the four Atlantic Provinces (New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland-Labrador) the schools collaborate on matters of mutual concern. Each autumn, a regional conference is hosted by one of the schools on a rotating basis.” (Haddon & Mills, 2008).

According to one history,<sup>1</sup> the seeds of ASB can be traced to a meeting of a small group of deans and directors from the region attending the opening ceremony for the new school of business at the University of Moncton in late 1964:

It was suggested by one and heartily agreed to by others that it would be beneficial to meet again, perhaps regularly, “*to trade advice and stories*”. Thus the seed was planted for the collaboration that became known as the Atlantic Schools of Business (ASB). The following year, in 1965, the first meeting took place (Haddon & Mills, 2008, p.4)

The first conference was held in 1971<sup>2</sup> and has been held every year since through an informal arrangement that saw the conference organization rotated across the different business schools. In 2005 the conference moved to a standing committee, involving representatives from at least one business school from each of the four regions. The following year, in 2006, the ASB History Project was established by the Sobey PhD Program and this has generated a series of histories, most of which have been presented at subsequent ASB conferences and can be found on the 2006, 2007, 2008, 2009, and the 2010 ASB Proceedings.

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<sup>1</sup> In the spirit of encouraging plural histories (see Mills & Durepos, 2010), we would stress that this is but of many possible accounts of ASB.

<sup>2</sup> Apart from the year – 1971 -- we do not have any information on where or when this conference was held and would appreciate any clues that people can send us: contact Albert Mills (ASB History Project) @ [albert.mills@smu.ca](mailto:albert.mills@smu.ca)

## The 2011 Conference Team

The 41<sup>st</sup> Atlantic Schools of Business (ASB) Conference has been coordinated by the following team:

<b>Conference Chair:</b>	Wendy R. Carroll, University of Prince Edward Island
<b>Program and Proceedings Chair:</b>	Susan Graham, University of Prince Edward Island
<b>Program and Proceedings Administrator:</b>	Amanda Strongman, University of Prince Edward Island
<b>Treasurer:</b>	Alan Duncan, University of Prince Edward Island
<b>Conference Web Master:</b>	Ian Feltmate, Acadia University
<b>Doctoral Consortium Organizer:</b>	Christopher M. Hartt, Saint Mary's University
<b>Conference Speaker Organizer:</b>	Blake Jelley, University of Prince Edward Island
<b>Conference Support:</b>	Nicole Higginbotham, University of Prince Edward Island

## ASB 2011 Conference Theme

The 41<sup>st</sup> Atlantic School of Business Conference is being hosted this year by the University of Prince Edward Island, School of Business, from September 30 to October 2, 2011. The theme of this year's conference is "*The Business of Business Schools*".

As knowledge-based industries permeate the regional, national, and global economies, business schools responded by redirecting resources to remain relevant within this changing context. Yet for all the attention paid to these pillars of contemporary business education, questions remain about our ability to achieve the desired impacts. Do current pedagogical practices, curriculum, and institutional structures support student learning in these areas? Are students able, through existing programs, to develop skills needed to succeed in entrepreneurship, ethical management, innovation, or internationalization? Or are these values-laden, rather than skills-based, attributes that cannot be easily taught in even the best classrooms? Where are we succeeding? And where are we falling short? If these are indeed the pillars of modern day business education, how can we best prepare our students, contribute to the academic literature, and connect with the broader business community in ways that embrace these principles?

Come join the UPEI School of Business Administration from Friday, September 30 to Sunday, October 2, 2011 to discuss these important issues, enjoy some famous Island hospitality, and reconnect with colleagues and friends.



## Events at a Glance

### Friday, September 30

12:00 pm:	Registration begins	Louis W. MacEachern Market Street, McDougall Hall
1:00 – 4:30 pm:	Doctoral and Early Career Symposium Keynote Speaker: Dr. Denise Rousseau	Room 243, McDougall Hall
(Doctoral and Early Career Symposium sponsored by Nelson Canada and Saint Mary's University Ph.D. program)		
4:30 – 5:30 pm:	Dean's Reception hosted by UPEI Dean Alan Duncan	Mezzanine, Third Floor, McDougall Hall
6:00 – 8:00 pm:	Opening Reception	The Old Triangle Irish Alehouse, 89 University Avenue
(Reception sponsored by Saint Mary's University Ph.D. for beverages and Royal Bank of Canada for hors d'oeuvres )		

### Saturday, October 1

7:30 – 8:30 am:	Breakfast	Schurman Market Square, McDougall Hall
(Breakfast sponsored by Mount Allison University, Ron Joyce Centre for Business Studies)		
8:30 – 10:15 am:	Paper Sessions Student Case Competition	Rooms 242, 246, 328, 329 McDougall Hall
10:15 am:	Break	Mezzanine, Schurman Market Square, McDougall Hall
(Break sponsored by Acadia University, F.C. Manning School of Business)		
10:30 – 11:45 am:	Paper Sessions and Student Competition	Rooms 242, 246, 328, 329 McDougall Hall
12:00 – 1:30 pm:	Luncheon and Keynote Address Keynote Speaker: Duncan Shaw, GM, Cogsdale	Schurman Market Square, McDougall Hall

(Lunch sponsored by St. Francis Xavier University, Gerald Schwartz School of Business)		
1:30 – 2:45 pm:	Paper Sessions Student Case Competition	Rooms 242, 246, 328, 329 McDougall Hall
2:00 – 3:15 pm:	Poster Session	Louis W. MacEachern Market Street, McDougall Hall
(Poster Session sponsored by the University of New Brunswick – Fredericton and Saint John)		
3:15 pm:	Break	Mezzanine, Schurman Market Square, McDougall Hall
(Break sponsored by Saint Mary's University, Sobey's School of Business)		
3:30 – 4:30 pm:	Plenary - Keynote Speaker: Dr. Denise Rousseau	Room 242 McDougall Hall
4:45 – 5:45 pm:	ASB Executive Meeting	Room 231, McDougall Hall
6:30 – 9:30 pm:	Banquet and Awards	Culinary Institute of Canada, 4 Sydney Street
(Banquet sponsored by UPEI School of Business, UPEI Executive MBA and the Atlantic School of Chartered Accountancy)		

**Sunday, October 2**

8:00 – 9:00 am:	Breakfast and Annual General Meeting	Schurman Market Square, McDougall Hall
(Breakfast sponsored by MRSB Chartered Accountants)		
9:00 – 10:15 am:	Paper Session Student Case Competition	Rooms 242, 246, 328, 329 McDougall Hall
10:15 am:	Break	Mezzanine, Schurman Market Square, McDougall Hall
(Break sponsored by Crandall University)		
10:30 – 12:00 pm:	Paper Sessions Student Case Competition	Rooms 242, 246, 328, 329 McDougall Hall

**Other sponsors of our overall event include:**

Best Paper Awards by:

- Administrative Sciences Association of Canada (ASAC)

The Student Case Competition by:

- Grant Thornton
- Mount Saint Vincent University

Additional Sponsors include:

- Universite de Moncton,
- Eastlink, and
- Pearson Canada

## Plenary Keynote Speaker



**Dr. Denise Rousseau**

Dr. Denise Rousseau is the H. J. Heinz II University Professor of Organizational Behavior and Public Policy at the Heinz College of Public Policy, Information and Management, and the Tepper School of Business at Carnegie Mellon University. She is a past-president of the Academy of Management and fellow of the Academy of Management, British Academy of Management, American Psychological Association, and Society for Industrial-Organizational Psychology. The Academy of Management recognized Dr. Rousseau with a Lifetime Service Award in 2010 and she earned a Lifetime Achievement Award from its Organizational Behavior division in 2009. She has researched and consulted in more than 100 different applied settings. She is the author of over 170 articles and has twice won the Academy of Management's George Terry Award for best management book. She has earned several best article awards including the 2008 Academy of Management Learning and Education Best Article for, *Educating Managers From an Evidence-Based Perspective* (with Sharon McCarthy). Dr. Rousseau is a world leader of the Evidence-Based Management Collaborative and editor of the forthcoming Oxford *Handbook of Evidence-Based Management: Managers, Educators and Researchers*.

## **Industry Keynote Speaker**



**Duncan Shaw**

As General Manager, Duncan is responsible for the strategic direction and product strategy of Cogsdale. Duncan was a founder of Cogsdale and partner since 1997 until assuming his current role with Harris' acquisition of Cogsdale. His entrepreneurial management style has positioned Cogsdale as an accomplished provider of utility and local government software solutions. Duncan continues to focus Cogsdale's product agenda on fully leveraging Microsoft technology for the unique needs of Cogsdale's clients. Duncan received his Bachelor of Business Administration prior to completing his MBA and Certified Management Accountant designation. Duncan sits on the UPEI School of Business advisory board and the board of Innovation PEI.

## Schedule of Events

**Friday, September 30, 2011**

TIME	EVENT AND LOCATION
<b>12:00 pm:</b>	Registration Begins (Louis W. MacEachern Market Street, McDougall Hall)
<b>1:00 – 4:30 pm:</b>	Doctoral and Early Career Symposium (Room 243, McDougall Hall)
<b>4:30 – 5:30 pm:</b>	Dean’s Reception (Mezzanine, Third Floor, McDougall Hall)
<b>6:00 – 8:00 pm:</b>	Conference Reception (The Old Triangle, 89 University Avenue)

**Saturday, October 1, 2011**

TIME	EVENT AND LOCATION			
7:30 – 8:30 am:	Breakfast (Schurman Market Square, McDougall Hall)			
8:30 – 10:15 am: <b>Paper Sessions</b>	Accounting Rm. 242	Case Track Rm. 246	Strategy Rm. 328	Management Education Rm. 329
10:15 am:	Break (Mezzanine, Schurman Market Square, McDougall Hall)			
10:30 – 11:45 pm: <b>Paper Sessions &amp; Case Track</b>	Business History Rm. 242	Organizational Behaviour Rm. 246	Entrepreneurship Symposium Rm. 328	Information Systems Rm. 329
12:00 – 1:30 pm:	Luncheon with Keynote Speaker Duncan Shaw (Schurman Market Square)			
1:30 – 2:45 pm: <b>Paper Sessions</b>	Finance Rm. 242	Marketing Rm. 246	HR/IR Rm. 328	Ethics Rm. 329
2:00 to 3:15pm: <b>Poster Session</b>	Poster Session (Louis W. MacEachern Market Street, McDougall Hall)			
3:30 – 4:30 pm: <b>Plenary</b>	Plenary with Dr. Denise Rousseau (Room 242, McDougall Hall)			

4:45 – 5:45 pm:	ASB Executive Meeting (Room 231, McDougall Hall)
6:30 – 9:30	Dinner and Awards at The Culinary Institute of Canada (4 Sydney Street)

**Sunday, October 2, 2011**

TIME	EVENT AND LOCATION			
8:00 – 9:00 am:	Breakfast and Annual General Meeting (Schurman Market Square)			
9:00 – 10:15 am: <b>Paper Sessions &amp; Case Track</b>	Accounting Rm. 242	Ethics Rm. 246	Marketing Symposium Rm. 328	Entrepreneurship Rm. 329
10:15 am:	Break (Mezzanine, Schurman Market Square, McDougall Hall)			
10:30 – 12:00 pm: <b>Paper Sessions &amp; Case Track</b>	Finance Rm. 242	Ethics Symposium Rm. 246	Business Communications Rm. 328	Organizational Theory Rm. 329

**Student Case Competition:**

The Student Case Competition will begin at 8:30 am on Saturday and end at noon on Sunday.

## Schedule of Academic Sessions by Day and Time

Note: Papers denoted with an asterisk (\*) have been accepted into the proceedings.

**Saturday, October 1, 8:30 – 10:15 am**

Track, Chair and Location	Title	Author(s)
<b>Accounting</b>  <b>Amy MacFarlane</b>  <b>Rm. 242</b>	Does the Market Value the Affiliation of French Firms with the UN Global Compact*	Michel Coulmont, Sylvie Berthelot and Johann Vallerand
	Les Pratiques en Matière de Divulgence Sociétale des Grandes Banques Canadiennes du Point de vue de la Théorie Neo-Institutionnelle	Marjolaine Lapierre, Sylvia Berthelot and Michel Coulmont
	Comment Reconcilier Comptabilité de Gestion et Performance dans les Services Publics Municipaux ?	Donatien Avele
	Vers une Meilleure Compréhension des Déterminants Contingents de la Performance des Services Publics Municipaux Camerounais	Donatien Avele and Gerard Fillion
	The Code-Signature Experiment: A Research Design Proposal	Brent White
<b>Case Track</b>  <b>Robert MacDonald</b>  <b>Rm. 246</b>	Ad Astra International Inc.	Conor Vibert
	Ducks Unlimited (Atlantic Canada)	Conor Vibert
	Amirix Systems Ltd.	Conor Vibert and Sandra Greer
	Kings Para-Transit Society	Deepa Pushkarna, Katherine Wadden and Conor Vibert
	Withering Grass and Fading Flowers: Personal Values Versus Social Expectations at Petals and Promises Wedding Flowers	Robert MacDonald and Heather Steeves
	New Dominion Baptist Church: A Rural Church Struggling in a Changing World	Robert MacDonald and Justine Poitras



<b>Strategy</b>  <b>Alidou Ouedraogo</b>  <b>Rm. 328</b>	On the Quantification of Strategic Management: An Algebraic Approach to the Referencing, Comparison and Evaluation of Business Strategies*	Mark Fuller
	Bay of Fundy Tidal Energy	Shelley MacDougall
	The Prestigious CEO and Strategic Risk*	Russell Fralich and Chenchen Qi
	Sustainability Challenges for Small and Mid-Sized Municipal Governments: A Case Study Using an Adapted Methodology	Hannah Bell
	Comportements Strategiques et Performance Organisationnelle: Resultats d'une Etude Exploratoire sur les Entreprises Reunionnaises	Alidou Ouedraogo and Michel Boyer
<b>Management Education</b>  <b>Susan Graham</b>  <b>Rm. 329</b>	Simulation en Comptabilite de Gestion: Impacts sur le Developpement des Competences et sur le Travail en Equipe	Jocelyn Huot, Michel Coulmont and Yves Levant
	Product Development Simulation as a Tool for Management Information Systems Instruction	Andrew Jardine
	The Business Realities of Business Schools are Resources, Research, Student Numbers and Marketing the Brand: So Where is Teaching and What are Students Really Learning?	Michael Skipton and Mary Furey
	(Re)Constructing Business Knowledge: Exploring Actor-Networks of an Introductory Business Textbook	Randy Delorey

**Saturday, October 1, 10:30 – 11:45 am**

<b>Track, Chair and Location</b>	<b>Title</b>	<b>Author(s)</b>
<b>Business History</b>  <b>Gabie Durepos</b>  <b>Rm. 242</b>	Conflicting Identities and the Struggle for Organizational Legitimacy: Administrative Sciences Association of Canada*	Patricia McLaren and Albert J. Mills
	A History of Air Canada? Framing the Non-Corporeal Actant	Christopher Hartt
	Caution, this History Makes a Wide Turn: The Historic Break in MOS* [BEST PAPER]	Terrance Weatherbee

	Examining Racial Discourse in The Chronicle Herald's Series Nova Scotia Burning* [BEST STUDENT PAPER]	Jolene Titus
<b>Organizational Behaviour</b>  <b>Connie Bean</b>  <b>Rm. 246</b>	Building Self-Efficacy in Underserved Youth Through Learning Goal Development	Heidi Weigand and Johanna Weststar
	Examining Innovative Climates in Public Sector Organizations: Employee Perceptions of Obstacles of Creativity	Denise Spenceley
	Exploring How Multiple Meanings are Crafted from the Contextual Language Choices Made Within Enunciations	William Murray
	Leadership as a Moderator of the Relationship Between Work-Family Conflict and Well-Being	Elizabeth Kelley, Margaret McKee and Kevin Kelloway
<b>Entrepreneurship Symposium</b>  <b>Rm. 328</b>	Symposium on Experiential Activities for Entrepreneurship University Learning	Monica Diochon, Reuben Domike, Roberta MacDonald, Lisa Lowthers, Michael Sheppard and Roger Wehrell
<b>Information Systems</b>  <b>JP Ekionea</b>  <b>Rm. 329</b>	Regional Differences in Innovation and Economic Performance in Canada's Information Technology Industries	Ryan MacNeil
	Integrating ICT into Higher Education at the University of Moncton: What Onsite and Online Students are Thinking about it*	Gerard Fillion and Jean-Pierre Booto Ekionea
	Improving Municipal Information and Knowledge Management Capabilities: Case Study*	Jean-Pierre Booto Ekionea, Gerard Fillion and Vivi Koffi
	User Expectations of Privacy and Concerns in Network Traffic*	Elizabeth McLeod and Ron McLeod

Saturday, October 1, 1:30 – 2:45 pm

Track, Chair and Location	Title	Author(s)
<b>Finance</b> <b>Ian Glew</b> <b>Rm. 242</b>	Investing in Working Capital: A Comparison of Canadian and US Firms*	Rahman Khokar and Sudipto Sarkar
	La Reaction du Marche Boursier Canadien Suite a la Declaration des Transactions d'Actions des Initiees dans le Sedi*	Tania Morris and Hamadou Boubacar
	Forecasting Stock Exchange Opening with Foreign Stock Markets: Evidence from the NYSE and the SSE*	George Ye
	Integration Interrupted: Value Loss from Sift Taxation*	Ian Glew
<b>Marketing</b> <b>Donna Sears</b> <b>Rm. 246</b>	Trading Paint: The Transfer of Brand Meaning in NASCAR Racing*	Gordon Fullerton
	Revenue Enhancement Strategies and Their Impact on Hotel Performance During Stressful Economic Times*	Candace Blayney and Karen Blotnicky
	Empirical Research in Consumer Information Privacy Concern Online: A Review and Critical Assessment*	Bobbi Morrison
	An Empirical Model for Testing Factors Affecting Business-to-Consumer E-Commerce in Saudi Arabia*	Amal Melibari and Abdul-Rahim Ahmad
<b>HR/IR</b> <b>Rahim Abdul</b> <b>Rm. 328</b>	An Examination of the Continued Applicability of Commitment Models in a Unionized Professional Workplace*	Shelagh Campbell
	Examining Bullying in Canadian Workplaces: Preliminary Findings from a Content Analysis Study Using Arbitration Case Decisions*	Kristie Arsenaault, Wendy R. Carroll and Terry H. Wagar
	The Role of Senior Leaders in the Development of Healthy Workplace Programs: A Case Study in Call Centres*	Jacqueline Baird and Wendy R. Carroll
	Systeme de Remuneration et Satisfaction des Employes : Composantes Cles dans l'Industrie des Centres d'Appel*	Abdelhadi Naji and Rami El Houmeissi
	Can You Hear Me Now? A Preliminary Look at the Gap Between Immigrant Voices and Government Programs Designed to Facilitate Economic Integration in Nova Scotia	Kelly Dye, Bruce Dye and Wendy R. Carroll

<b>Ethics</b>	Communicating CSR: The Case of Atlantic Canadian SMEs	Kristen Hawker, Cathy Driscoll and Margaret McKee
<b>Anne MacAulay</b>	The Question of Theoretical Foundations for the Spirituality at Work Movement	Richard Hudson
<b>Rm. 329</b>	Strategic Risk Management in the Municipal and Public Sector	Tom Cooper, Mary Furey and Michael Skipton

**Saturday, October 1, 2:00 – 3:15 pm**

<b>Track, Chair and Location</b>	<b>Title</b>	<b>Author(s)</b>
<b>Poster Session</b>  <b>Heather Rossiter</b>  <b>Louis W. MacEachern</b> <b>Market Street</b>	Developing a framework for reflective executive education: Integrating evidence-based management and levels of reflective judgement	Wendy R. Carroll and R. Blake Jelley
	Dispute Resolution in Municipal Government: Some Initial Findings	Terry H. Wagar and Sharon Webb
	Financing the Social Economy of Atlantic Canada	George Karaphillis
	Stigma about mental illness in Canadian workplaces: Preliminary findings from an analysis of arbitrations cases	Anne MacAulay and Wendy R. Carroll
	Paradox of Professional Bureaucracy and Strategic Human Resources Management	David Iremadze
	An exploratory comparison of alternative and traditional expatriate assignments using the career capital framework	J. Scott Wilson and Wendy R. Carroll
	Multi-perspective Review of the Contemporary Issues, Trends and Considerations in Designing Undergraduate Commerce Curricula	David Iremadze

**Saturday, October 1, 3:30 – 4:30 pm**

<b>Track, Chair and Location</b>	<b>Title</b>	<b>Author(s)</b>
<b>Plenary Session</b> <b>Rm. 242</b>	Evidence-based Management	Dr. Denise Rousseau

**Sunday, October 2, 9:00 – 10:15 am**

<b>Track, Chair and Location</b>	<b>Title</b>	<b>Author(s)</b>
<b>Accounting</b> <b>Amy MacFarlane</b> <b>Rm. 242</b>	Portrait de l'Evolution des Rapports de Developpement Durable de Societes Canadiennes	Karine Robinette, Michel Coulmont and Sylvie Berthelot
	La Normalisation Comptable Internationale : Convergences ou Divergences Entre les Referentiels IFRS et Ohada?	Donatien Avele
	La Formation Professionnelle Selon une Approche Par Competences : Le Concept et une Application en Comptabilite au Canada	Monique Levesque
	Learning to be Ethical: An Initial Comparison of the Cognitive Moral Development of Accounting Students and Professional Auditors	Jeffrey Taylor and Todd Boyle
<b>Ethics</b> <b>Margaret McKee</b> <b>Rm. 246</b>	Time to Get Hard Core about Supposedly 'Soft' Values: Exploring why Corporate Leaders Often Keep Kindness in the Closet	Sara Napier and Cathy Driscoll
	Does a Common Public Formulary Exist for Cancer Drugs in Canada?	Katherine Ballem and Juergen Krause
	Hegemonic Power and Executive Compensation	Basu Sharma, Muhammad Rashid and Mohamed Drira
	Management Egoism, Control and Intrinsic Ethical Risks of Practice: Some of the Gaps in Business Programmes	Michael Skipton and Tom Cooper

<b>Social Media Symposium</b> <b>Rm. 328</b>	Social Media Success Strategies for the Classroom and Business: Understanding, Applying and Making Social Media Relevant to Students in Marketing and Other Business Courses	Donna Sears, Bill Murray, Greg Fleet, Steve Webster
<b>Entrepreneurship</b>	Influence des Motivations Entrepreneuriales sur la Performance des PME	Yves Robichaud, Egbert McGraw, Jean-Charles Cachon and Rana Haq
<b>Jean Kimpton</b> <b>Rm. 329</b>	Doing Good Better: Applying Principles of Adult Learning and Entrepreneurship Education to Business Development Services	Oksana Kovalenko
	Increasing the Impact of Social Enterprise: The Search for a Performance Measurement Tool	Haley Beer and Edward Gamble

**Sunday, October 2, 10:30 – 12:00 pm**

<b>Track, Chair and Location</b>	<b>Title</b>	<b>Author(s)</b>
<b>Finance</b> <b>Ian Glew</b> <b>Rm. 242</b>	Empirical Evaluation of a Heuristic Approach to Value Investing: An Examination of S&P/TSX 60 from 2006-2010*	Eben Otuteye and Mohammad Siddiquee
	Managerial Risk Taking Incentives, Relationship Lending and Cost of Debt*	Liqiang Chen
	Too Big to Fail, TBTF: A Better Solution is a Mixture of Solutions*	Muhammed Rashid, Mohamed Drira and Basu Sharma
	Too Big to Fail, TBTF: A Critical Evaluation of a Limit on Size as a Solution	Asiyeh Norouzpour, Mohamed Drira and Muhammad Rashi
<b>Ethics Symposium</b> <b>Rm. 246</b>	The University Budget as an Instrument for Ethical Conduct in Operations, Strategy and Culture	Larry Corrigan, Heidi Weigand, Kevin Kelloway and Russell Fralich

<b>Business Communications</b> <b>Karen Grandy</b> <b>Rm. 328</b>	Social Media in the Workplace: Traditional Communication Lines get Blurred*	Heather-Anne MacLean and Judy Ann Roy
	Students Understanding of Assessment and their Resultant Motivation to Engage with the Material*	Binod Sundararajan, Jill Manderson and Malavika Sundararajan
	The `Comm` in Commerce: Business Communications at Atlantic Schools of Business	Karen Grandy
	Students' School Related Reading Practices: Confirming what we all Suspect*	Susan Graham and Amanda Jenkins Adams
<b>Organizational Theory</b> <b>William Murray</b> <b>Rm. 329</b>	Finding Meaning Through Work: Untangling the Braided Discourses*	Scott MacMillan and Anthony R. Yue
	Peering into the Social Media Mirror I Made Myself: Authenticity, Existential Ethics and One Way Symmetrical Communication*	Anthony R. Yue and Amy Thurlow
	Conflicting Discourse: Enrolment of NCA`s in the Network and Counter-Network – Bullfrog Power – Environmentalism of Greenwashing	Christopher Hartt

## Schedule of Sessions by Track

Note: Papers denoted with an asterisk (\*) have been accepted into the proceedings.

### Accounting

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>8:30 to 10:15 am</b> <b>Rm. 242</b> <b>Amy MacFarlane</b>	Does the Market Value the Affiliation of French Firms with the UN Global Compact*	Michel Coulmont, Sylvie Berthelot and Johann Vallerand
	Les Pratiques en Matière de Divulgation Sociétale des Grandes Banques Canadiennes du Point de vue de la Théorie Neo-Institutionnelle	Marjolaine Lapierre, Sylvia Berthelot and Michel Coulmont
	Comment Reconcilier Comptabilité de Gestion et Performance dans les Services Publics Municipaux ?	Donatien Avelé
	Vers une Meilleure Compréhension des Déterminants Contingents de la Performance des Services Publics Municipaux Camerounais	Donatien Avelé and Gérard Fillion
	The Code-Signature Experiment: A Research Design Proposal	Brent White
<b>Sunday</b> <b>9:00 to 10:15 am</b> <b>Rm. 242</b> <b>Amy MacFarlane</b>	Portrait de l'Évolution des Rapports de Développement Durable de Sociétés Canadiennes	Karine Robinette, Michel Coulmont and Sylvie Berthelot
	La Normalisation Comptable Internationale : Convergences ou Divergences Entre les Référentiels IFRS et Ohada?	Donatien Avelé
	La Formation Professionnelle Selon une Approche Par Compétences : Le Concept et une Application en Comptabilité au Canada	Monique Levesque
	Learning to be Ethical: An Initial Comparison of the Cognitive Moral Development of Accounting Students and Professional Auditors	Jeffrey Taylor and Todd Boyle



## Business Communications

Day, Room, Time	Title	Author(s)
<b>Sunday</b> <b>10:30 am to 12:00 pm</b> <b>Rm. 328</b> <b>Karen Grandy</b>	Social Media in the Workplace: Traditional Communication Lines get Blurred*	Heather-Anne MacLean and Judy Ann Roy
	Students Understanding of Assessment and their Resultant Motivation to Engage with the Material*	Binod Sundararajan, Jill Manderson and Malavika Sundararajan
	The `Comm` in Commerce: Business Communications at Atlantic Schools of Business	Karen Grandy
	Students' School Related Reading Practices: Confirming what we all Suspect*	Susan Graham and Amanda Jenkins Adams

## Business History

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>10:30 to 11:45 am</b> <b>Rm. 242</b> <b>Gabie Durepos</b>	Conflicting Identities and the Struggle for Organizational Legitimacy: Administrative Sciences Association of Canada*	Patricia McLaren and Albert J. Mills
	A History of Air Canada? Framing the Non-Corporeal Actant	Christopher Hartt
	Caution, this History Makes a Wide Turn: The Historic Break in MOS* [BEST PAPER]	Terrance Weatherbee
	Examining Racial Discourse in The Chronicle Herald's Series Nova Scotia Burning* [BEST STUDENT PAPER]	Jolene Titus

## Case Track

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>8:30 to 10:15 am</b> <b>Rm. 246</b>	Ad Astra International Inc.	Conor Vibert
	Ducks Unlimited (Atlantic Canada)	Conor Vibert
	Amirix Systems Ltd.	Conor Vibert and Sandra Greer

<b>Robert MacDonald</b>	Kings Para-Transit Society	Deepa Pushkarna, Katherine Wadden and Conor Vibert
	Withering Grass and Fading Flowers: Personal Values Versus Social Expectations at Petals and Promises Wedding Flowers	Robert MacDonald and Heather Steeves
	New Dominion Baptist Church: A Rural Church Struggling in a Changing World	Robert MacDonald and Justine Poitras

### Entrepreneurship

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>10:30 to 11:45 am</b> <b>Rm. 328</b>	Symposium Experiential Activities for Entrepreneurship University Learning	Monica Diochon, Reuben Domike, Roberta MacDonald, Lisa Lowthers, Michael Sheppard and Roger Wehrell
<b>Sunday</b> <b>9:00 to 10:15 am</b> <b>Rm. 329</b> <b>Jean Kimpton</b>	Influence des Motivations Entrepreneuriales sur la Performance des PME	Yves Robichaud, Egbert McGraw, Jean-Charles Cachon and Rana Haq
	Doing Good Better: Applying Principles of Adult Learning and Entrepreneurship Education to Business Development Services	Oksana Kovalenko
	Increasing the Impact of Social Enterprise: The Search for a Performance Measurement Tool	Haley Beer and Edward Gamble

### Ethics and Social Responsibility

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>1:30 to 2:45 pm</b> <b>Rm. 329</b> <b>Anne MacAulay</b>	Communicating CSR: The Case of Atlantic Canadian SMEs	Kristen Hawker, Cathy Driscoll and Margaret McKee
	The Question of Theoretical Foundations for the Spirituality at Work Movement	Richard Hudson
	Strategic Risk Management in the Municipal and Public Sector	Tom Cooper, Mary Furey and Michael Skipton

<b>Sunday</b> <b>9:00 to 10:15 am</b> <b>Rm. 246</b> <b>Margaret McKee</b>	Time to Get Hard Core about Supposedly ‘Soft’ Values: Exploring why Corporate Leaders Often Keep Kindness in the Closet	Sara Napier and Cathy Driscoll
	Does a Common Public Formulary Exist for Cancer Drugs in Canada?	Katherine Ballem and Juergen Krause
	Hegemonic Power and Executive Compensation	Basu Sharma, Muhammad Rashid and Mohamed Drira
	Management Egoism, Control and Intrinsic Ethical Risks of Practice: Some of the Gaps in Business Programmes	Michael Skipton and Tom Cooper
<b>Sunday</b> <b>10:30 am to 12:00 pm</b> <b>Rm. 246</b>	Symposium The University Budget as an Instrument for Ethical Conduct in Operations, Strategy and Culture	Larry Corrigan, Heidi Weigand, Kevin Kelloway and Russell Fralich

## Finance

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>1:30 to 2:45 pm</b> <b>Rm. 242</b> <b>Ian Glew</b>	Investing in Working Capital: A Comparison of Canadian and US Firms*	Rahman Khokar and Sudipto Sarkar
	La Reaction du Marche Boursier Canadien Suite a la Declaration des Transactions d’Actions des Initiees dans le Sedi*	Tania Morris and Hamadou Boubacar
	Forecasting Stock Exchange Opening with Foreign Stock Markets: Evidence from the NYSE and the SSE*	George Ye
	Integration Interrupted: Value Loss from Sift Taxation*	Ian Glew
<b>Sunday</b> <b>10:30 am to 12:00 pm</b> <b>Rm. 242</b>	Empirical Evaluation of a Heuristic Approach to Value Investing: An Examination of S&P/TSX 60 from 2006-2010*	Eben Otuteye and Mohammad Siddiquee
	Managerial Risk Taking Incentives, Relationship Lending and Cost of Debt*	Liqiang Chen
	Too Big to Fail, TBTF: A Better Solution is a Mixture	Muhammed Rashid, Mohamed

<b>Ian Glew</b>	of Solutions*	Drira and Basu Sharma
	Too Big to Fail, TBTF: A Critical Evaluation of a Limit on Size as a Solution	Asiyeh Norouzpour, Mohamed Drira and Muhammad Rashi

### Human Resources and Industrial Relations

<b>Day, Room, Time</b>	<b>Title</b>	<b>Author(s)</b>
<b>Saturday</b> <b>1:30 to 2:45 pm</b> <b>Rm. 328</b> <b>Rahim Abdul</b>	An Examination of the Continued Applicability of Commitment Models in a Unionized Professional Workplace*	Shelagh Campbell
	Examining Bullying in Canadian Workplaces: Preliminary Findings from a Content Analysis Study Using Arbitration Case Decisions*	Kristie Arsenault, Wendy R. Carroll and Terry H. Wagar
	The Role of Senior Leaders in the Development of Healthy Workplace Programs: A Case Study in Call Centres*	Jacqueline Baird and Wendy R. Carroll
	Systeme de Remuneration et Satisfaction des Employes : Composantes Clés dans l'Industrie des Centres d'Appel*	Abdelhadi Naji and Rami El Houmeissi
	Can You Hear Me Now? A Preliminary Look at the Gap Between Immigrant Voices and Government Programs Designed to Facilitate Economic Integration in Nova Scotia	Kelly Dye, Bruce Dye and Wendy R. Carroll

### Information Systems

<b>Day, Room, Time</b>	<b>Title</b>	<b>Author(s)</b>
<b>Saturday</b> <b>10:30 to 11:45 am</b> <b>Rm. 329</b> <b>JP Ekionea</b>	Regional Differences in Innovation and Economic Performance in Canada's Information Technology Industries	Ryan MacNeil
	Integrating ICT into Higher Education at the University of Moncton: What Onsite and Online Students are Thinking about it*	Gerard Fillion and Jean-Pierre Booto Ekionea
	Improving Municipal Information and Knowledge Management Capabilities: Case Study*	Jean-Pierre Booto Ekionea, Gerard Fillion and Vivi Koffi
	User Expectations of Privacy and Concerns in	Elizabeth McLeod and Ron

	Network Traffic*	McLeod
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### Management Education

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>8:30 to 10:30 am</b> <b>Rm. 329</b> <b>Susan Graham</b>	Simulation en Comptabilite de Gestion: Impacts sur le Developpement des Competences et sur le Travail en Equipe	Jocelyn Huot, Michel Coulmont and Yves Levant
	Product Development Simulation as a Tool for Management Information Systems Instruction	Andrew Jardine
	The Business Realities of Business Schools are Resources, Research, Student Numbers and Marketing the Brand: So Where is Teaching and What are Students Really Learning?	Michael Skipton and Mary Furey
	(Re)Constructing Business Knowledge: Exploring Actor-Networks of an Introductory Business Textbook	Randy Delorey

### Marketing

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>1:30 to 2:45 pm</b> <b>Rm. 246</b> <b>Donna Sears</b>	Trading Paint: The Transfer of Brand Meaning in NASCAR Racing	Gordon Fullerton
	Revenue Enhancement Strategies and Their Impact on Hotel Performance During Stressful Economic Times	Candace Blayney and Karen Blotnicky
	Empirical Research in Consumer Information Privacy Concern Online: A Review and Critical Assessment	Bobbi Morrison
	An Empirical Model for Testing Factors Affecting Business-to-Consumer E-Commerce in Saudi Arabia*	Amal Melibari and Abdul-Rahim Ahmad
<b>Sunday</b> <b>9:00 to 10:15 am</b> <b>Rm. 328</b>	Symposium – Social Media Success Strategies for the Classroom and Business	Donna Sears, Bill Murray, Greg Fleet, Steve Webster

## Organizational Behaviour

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>10:30 to 11:45 am</b> <b>Rm. 246</b> <b>Connie Bean</b>	Building Self-Efficacy in Underserved Youth Through Learning Goal Development	Heidi Weigand and Johanna Weststar
	Examining Innovative Climates in Public Sector Organizations: Employee Perceptions of Obstacles of Creativity	Denise Spenceley
	Exploring How Multiple Meanings are Crafted from the Contextual Language Choices Made Within Enunciations	William Murray
	Leadership as a Moderator of the Relationship Between Work-Family Conflict and Well-Being	Elizabeth Kelley, Margaret McKee and Kevin Kelloway

## Organizational Theory

Day, Room, Time	Title	Author(s)
<b>Sunday</b> <b>10:30 am to 12:00 pm</b> <b>Rm. 329</b> <b>William Murray</b>	Finding Meaning Through Work: Untangling the Braided Discourses*	Scott MacMillan and Anthony R. Yue
	Peering into the Social Media Mirror I Made Myself: Authenticity, Existential Ethics and One Way Symmetrical Communication*	Anthony R. Yue and Amy Thurlow
	Conflicting Discourse: Enrolment of NCA`s in the Network and Counter-Network – Bullfrog Power – Environmentalism of Greenwashing	Christopher Hartt

## Poster Session

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>2:00 to 3:15 pm</b> <b>Louis W. MacEachern</b> <b>Market Street</b>	Developing a framework for reflective executive education: Integrating evidence-based management and levels of reflective judgement	Wendy R. Carroll and R. Blake Jelley
	Dispute Resolution in Municipal Government: Some Initial Findings	Terry H. Wagar and Sharon Webb
	Financing the Social Economy of Atlantic Canada	George Karaphillis

<b>Heather Rossiter</b>	Stigma about mental illness in Canadian workplaces: Preliminary findings from an analysis of arbitrations cases	Anne MacAulay and Wendy R. Carroll
	Paradox of Professional Bureaucracy and Strategic Human Resources Management	David Iremadze
	An exploratory comparison of alternative and traditional expatriate assignments using the career capital framework	J. Scott Wilson and Wendy R. Carroll
	Multi-perspective Review of the Contemporary Issues, Trends and Considerations in Designing Undergraduate Commerce Curricula	David Iremadze

### Strategy

Day, Room, Time	Title	Author(s)
<b>Saturday</b> <b>8:30 to 10:15 am</b> <b>Rm. 328</b> <b>Alidou</b> <b>Ouedraogo</b>	On the Quantification of Strategic Management: An Algebraic Approach to the Referencing, Comparison and Evaluation of Business Strategies*	Mark Fuller
	Bay of Fundy Tidal Energy	Shelley MacDougall
	The Prestigious CEO and Strategic Risk*	Russell Fralich and Chenchen Qi
	Sustainability Challenges for Small and Mid-Sized Municipal Governments: A Case Study Using an Adapted Methodology	Hannah Bell
	Comportements Strategiques et Performance Organisationnelle: Resultats d'une Etude Exploratoire sur les Entreprises Reunionnaises	Alidou Ouedraogo and Michel Boyer

## Recent Conferences and Presidents of ASB (2000-2011)

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2000	Alex Faseruk	MUN (St. John's)
2001	Paul Dixon	SMU (Halifax)
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2004	Ann MacGillivray	MSVU (Halifax)
2005	Basu Sharma	UNB (Fredericton)
2006	Basu Sharma	UNB (Fredericton)
2007	Peter Sianchuk	Mount Allison University (Sackville)
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2009	Lawrence Bauer	MUN (St. John`s)
2010	Gerard Fillion	Universite de Moncton (Moncton)
2011	Jean Helms Mills	UPEI (Charlottetown)



## Author Listing

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Avele, Donatien; Universite de Moncton  
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Weststar, Johanna; Saint Mary's University  
  
White, Brent; Mount Allison University  
Wilson, Scott; UPEI  
Ye, George; Saint Mary's University  
Yue, Anthony R.; Mount Saint Vincent University

## **Note from Conference Organizers**

There is a great deal of work to coordinate and administer all of the activities of the Atlantic Schools of Business Conference. In particular, the coordination of activities from the call for papers to the acceptance process is very extensive. We would like to thank the many people involved to help us with this central aspect of the conference. Thanks to Ms. Amanda Strongman who took on the initiative and perseverance to automate the paper submission process using Easy Chair this year. The use of this tool provided many insights from an organizing perspective that were invaluable. We would also like to thank the track chairs (see next section for a track chair list) who provided timely and helpful feedback about how to improve the process and managed the review process for the papers submitted to their tracks. Their commitment to getting reviews for all papers and providing feedback to authors involved an immense amount of work which we are thankful they took on. Finally, we would like to thank all the reviewers who took the time to review papers in their area of expertise and offer constructive feedback to authors to help improve their work. This process relies on volunteers from across the region. We are grateful that the spirit of academic development and achievement is alive and well! Your contributions in this area make the ASB conference possible!

Sincerely,

*Wendy R. Carroll*  
*Conference Chair*

*Susan Graham*  
*Conference Program and Proceedings Chair*

## Track Chairs

<b>Accounting</b>	<b>Business Communications</b>
Amy MacFarlane, University of Prince Edward Island ajmacfarlane@upei.ca	Karen Grand, Saint Mary's University Karen.grandy@smu.ca
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<b>Strategy</b>	<b>Student Case Competition</b>
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## Internet Connection

To connect to the UPEI Internet (wired or wirelessly), please use the login and password information below:

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## Sports Centre

You are welcome to use the UPEI Sports Centre facility during your time at the conference. The Sports Centre is offering a special rate of \$5 per person per day (taxes in) for ASB attendees. You will need to show your conference ID at the front desk of the Sports Centre to secure this rate.

## My Agenda

Friday, September 30, 2011		
Time	Session	Location
Saturday, October 1, 2011		
Time	Session	Location
3:30	Plenary with Dr. Denise Rousseau	Rm. 242
Sunday, October 2, 2011		
Time	Session	Location

Notes:



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